

The Importance of Campaign Planning



Why is Campaign Planning Important?

- Create political will to affect change
- Have clear, concise, tangible goals
- Establish your group's decision-making process
- Build coalitions for a stronger voice
- Anticipate funding and PR needs for the year
- Develop new environmental leaders

“If it ain’ t written, it ain’ t a plan.”



Campaign Planning Matrix

Living document – not a one-time process

- **Define Issue focus**
- **Define Campaign Goals**
 - conservation & organizational goals
- **The Lay of the Land**
 - Determine allies and opponents
 - Determine organizational strengths and weaknesses
- **Strategy**
 - Define decision makers/targets
- **Communications**
 - Message/Slogan
 - Story
 - Media Outlets
- **Tactics/Timeline**
- **Resource management**



Define the Issue:

What is the problem?



Save the Montebello Hills Task Force



Establishing Goals

- Immediate
 - Raise public awareness
 - Interim
 - Stop/delay the developments
 - Long Term
 - Establish park
- REALISTIC
 - ACHIEVABLE
 - QUANTIFIABLE



Lay of the land

- Organizational Strengths and Weaknesses:
 - Funding, people, time, funding, c(3) vs c(4), expertise?
- Allies
 - Friends who share your campaign goals
 - What are their strengths and weaknesses
- Opponents
 - Special interests who will likely oppose you
 - What are their strengths and weaknesses



Resource Management

- Budget
- Fundraising
- Volunteer Recruitment



Strategy - How will you win?

- Negotiations
 - Purchase/easements
 - Smaller footprints, better mitigation, less impact
- Political
 - City Council/BOS vote?
 - Pass an ordinance?
 - Win an election?
- Legal (CEQA)
 - Build up administrative record
 - Prepare for lawsuit



Targets

Primary Targets

- Board of Directors
- Shareholders
- City Council
- Board of Supervisors
- Mayor
- School board
- Coastal Commission



Secondary Targets

- Voters
- Businesses Owners
- Celebrity

Campaign Communication

- Message/Slogan:
 - Compelling
 - 10 words?
- Story:
 - who is the villain
 - who the victim
 - what is the problem
 - what is the resolution
- Media Outlets - don't forget social media!



CONSERVATION VALUES*

- LEGACY
- RESPONSIBILITY
- SAFETY
- HEALTH
- FREEDOM
- FAIRNESS
- COMMUNITY
- TRADITION

*Creating Frontlash Workshop



Talking Points

- Dumb growth
- More traffic
- More air pollution
- Quality of life
- Natural heritage
- Cultural heritage
- Future generations



Messaging

Save Tejon Ranch

- Protecting California's Heritage vs. Corporate Greed
 - California condor
 - Historic importance
 - Biological importance



Messaging



VISION FOR THE MONTEBELLO HILLS

**IT ISN'T JUST
ABOUT THE BIRDS!**



Silky flycatcher



California gnatcatcher

Tactics and Timeline

- What actions will you take to pressure your targets
- How will you educate the public and gain more supporters



Petitions, Letter writing



Educational Events



Movie screening, panel discussion, tabling events, canvassing

Don't be surprised if the opposition shows up



Negotiations

- Talking with the other side
- Willing seller?
- Mitigation for another project?
- Compromise?
- Make sure you have decision-making process in place
- Make sure you have the right people at the table
- Legal representation



Rallies and Marches



Protests



Testify at Hearings



Political

The Save the Montebello Hills Task Force and the Sierra Club endorse **Frank Gomez** for Montebello City Council

**Vote on Nov. 3rd for
Frank Gomez**

With your help, **he** will work hard for **you** and
for the **City of Montebello**

For

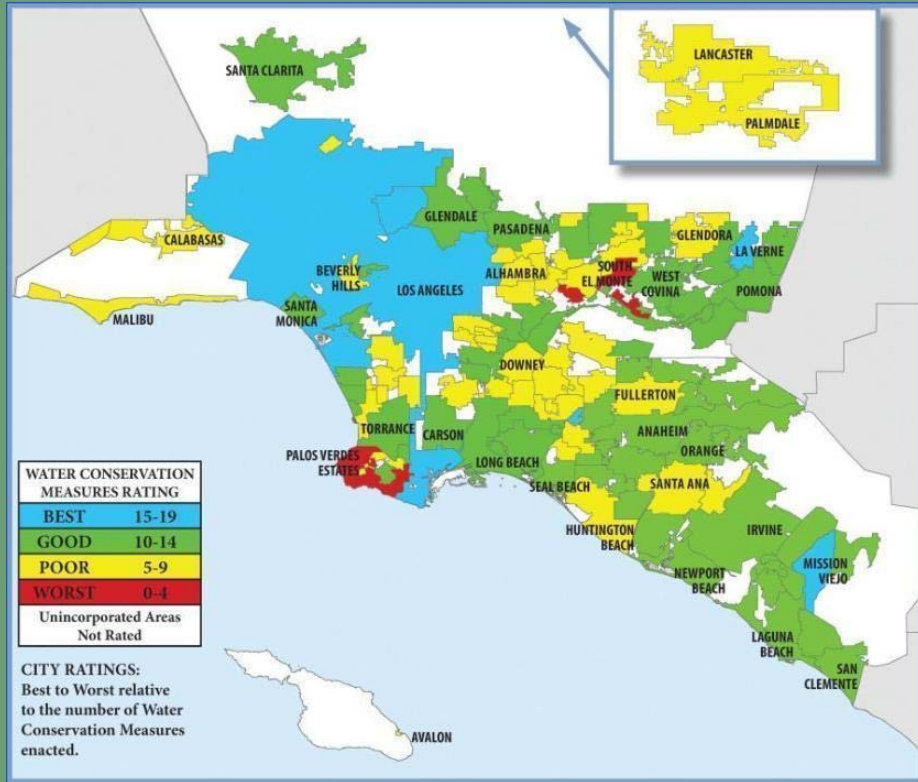
Clean Air

More Parks and Open Space

Happy and Healthy Children and Residents



Surveys and scientific studies

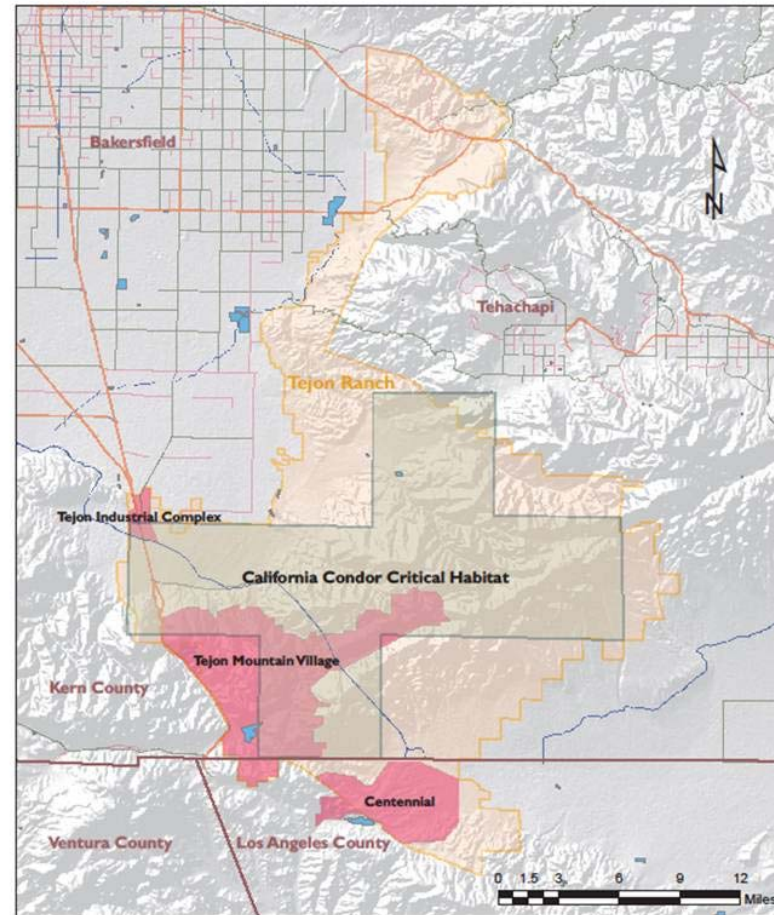


Tejon Ranch Proposed Development Projects & California Condor Habitat



Cartography by Sierra Club Angeles Chapter GIS Committee
<http://Angeles.SierraClub.org/gis>
 Software donated by ESRI

Explore, enjoy and protect the planet



Legal

- Establish standing in the administrative record
- Comment on NOPs, EIRs, etc.
- Testify at hearings
- Letters to decision makers, county planning,
- Everything else you're learning today and at previous trainings



Outings



Press Conferences



Campaign Planning Matrix

Benefits

- Reassess yearly or as issues change
- More organized campaign plan
- Clear and concise goals
- Anticipate resource needs for the year
 - volunteers, funding, media



Resources

- Grassroots Organizing Training Manual
<http://clubhouse.sierraclub.org/training/programs/grassroots-organizing/default.aspx>
- Planning matrix training and assistance by Sierra Club conservation coordinator staff
 - Midwest Training Academy



Thank you

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